



# **CQI Learning Lunch**

## ***Skilled Incompetence & Managerial Malpractice***

Host = Dennis Sergent, Sergent Results Group  
517-381-5330

July 28th, 2010  
10:30 AM to 1:00 PM

*University Club of Michigan State*  
3435 Forest Road, Lansing, MI 48909  
517-353-5111



# What Can We Think About Differently?

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- **Thinking Together**
  - **As Well As Alone**
- **Rethinking What Our Words Mean?**
  - **Thinking?**
  - **Working?**
  - **Learning?**
  - **Management?**
  - **Leadership?**
  - **Ethics?**
  - **Investment?**
  - **Interchangeability?**
  - **Quality?**
  - **Continuous?**
  - **Together?**
  - **Technology?**
  - **Rethinking?**

# So What Does It Really Mean?

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## **Not insults, but sociological definitions**

- *Derive from study and case work of Chris Argyris, Harvard University and others*
- *Primary Source = “Overcoming Organizational Defenses” by Argyris*
- *Study of “Espoused Theory” vs “Theory in Action” in Model I and Model II*

## **Skilled Incompetence**

- *Counterproductive behavior*
  - *Espousing one thing, acting another way*
  - *Get into trouble without trying to manipulate and without political motives*
  - *Unaware of own reasoning*
- *Best efforts*
  - *Genuinely think the thinking, saying and acting match*
  - *Clean motives, surprise at disconnects and own behavior when revealed*
- *Skillful*
  - *Natural, routine, produced in milliseconds*
  - *Spontaneous, automatic, unrehearsed*

## **Managerial Malpractice**

- *Self esteem tied-up in not being embarrassed or embarrassing others (threatened or threatening)*
- *Ambiguous or vague premises*
- *Inferences and conclusions without reasoning & logic*
- *Inability to consider we could be wrong, no learning from failures*
- *Internal competition, lack of commitment*
- *Bypass, cover up and fancy footwork*
- *No discussion of some subjects, difficult discussions made undiscussable*
- *Inflexible*



# Defensive Reasoning vs. Productive Reasoning

## Reduce Defensive Use

- Model I Theory
  - Espoused vs. Action Mismatch
  - Part of Culture & Used With Skill
- Unaware of Reasoning Processes In Use
- Self Esteem Tied Up In Not Being Embarrassed
- Past Success Breeds False Confidence
  - Attention To Preserve Status Quo
  - We Have Success, Must Be Right
- Limited or Low Value Choices
- Ambiguous or Vague Premises
- Inaccessible or Unused Data
  - Technical and Business, Behavioral
- Inferences and Conclusions
  - Without Reasoning & Logic
  - “I Am Not Wrong”
- Ineffective Strategies & Tactics
  - No Learning From Failures
- Self-Fulfilling Predictions and Behavior
- Internal Competition
- Lack of Commitment
- Bypass, Cover Up and Fancy Footwork
- No Discussion of Some Subjects
- Difficult Discussions Made Undiscussable
- No Integration of Individuals & Team
- Inflexible, Lack of Learning
- Conservative, Cost Focus
- Fueled By Fear

## Increase Productive Use

- Model II Theory
  - Espoused vs. Action Match
  - Must Be Embedded With Continuous Action
- Awareness of Reasoning Processes In Use
- Self Esteem From Consistent, Effective Behavior
- Future Success Demands Uncertainty
  - Attention to External Changes and Future
  - Consider “How Can We Become Right?”
- Competitive, High Value Choices
- Premises Made Explicit
- Data Collected Rigorously
  - Technical and Business, Behavioral
- Inferences and Conclusions
  - Tested By Open Inquiry & Logic
  - “Could We Be Wrong?”
- Effective Strategy and Tactics
  - Learn From Each Use
- Logic Not Self Sealing
- Internal Collaboration
- Internal Commitment
- Discuss The Bypass, Cover Up & Fancy Footwork
- Discuss The Undiscussable
- Practice Regularly To Solve Real Issues
- Integration of Individuals To Team
- Agile, Flexible, Learning
- Entrepreneurial, Value Focus
- Fueled By Trust



# Solutions Toward Productive Reasoning

## Understanding The Problem

- All Organizations Have These Defenses
- We All Possess It To A Degree
- Well Educated Professionals Especially Susceptible
- Formidable Predisposition Against Learning In Action
- Rarely Experience Failure
- High Success Aspirations & Standards
  - Feed Shame & Guilt @ Mistakes
- Do Not Know How To Deal With It Effectively
- Undeveloped Tolerance For Failure
- Undeveloped Skills To Deal With Feelings
- Reinforce Defensive Reasoning
- Creates a “Doom Loop”
- Performance Evaluations Exacerbate It
- Fear Failure and Fear The Fear Of It
- Requires Dual Track Solutions
  - Develop The Individual and The System
  - Connect Action and Learning To Knowledge

**Knowledge**

**+ Action**

**+ Learning**

**= Improvement**

## Solving The Problem

- Leadership Must Demonstrate Theory II In Action
- Teach People To Reason and Examine
  - By Reshaping Our Own Behavior
- Identify The Inconsistencies
- Acknowledge We Design and Implement Actions
  - With Consequences We Do Not Intend
- Learn To Identify What Individuals and Groups Do
  - In Defensive Reasoning
- Understand How It Contributes To Problems
- Collect Valid Data & Analyze It
- Test The Inferences
- Question Conclusions
- Reduce & Overcome Defenses

### **Step # 1 - Critically Examine & Change Theories In Action**

### **Step #2 - Start At The Top or Core of Value Chain**

### **Step # 3 - Connect The Program To Real Business Issues**

### **Implement In ALL Work Relationships, Not Just Training**

- Use Left Hand Tool, Ladder of Inference, Other Tools
- Think About Issues and Discuss As A Team
- Work Openly and Effectively, With More Options
- Grow As Individuals & Team By Solving Problems
- Develop Deeper Understanding of Our Roles
- Lay Groundwork For Continuous Improvement
- Learn To Learn From The System & Process



# Building Competence & Organizational Learning

## A Comprehensive Learning Program

- Begin With Focus on Everyday Leader Behaviors
- Participants Willing & Skilled Outsiders
  - Innovators & Early Adopters
- Participants Explore & Commit To
  - Be Open
  - Don't Cover Up
  - Don't Bypass
  - Discuss It All
- Learn Skills
  - Productive Reasoning
  - Reduce Defensive Reasoning & Org Defenses
  - Discuss The Undiscussable
- Evaluate Theories
  - Espoused Theories
  - Theories In Use - Model I and Model II
  - Record Discussion & Agreement
  - Replay, Discuss, Inquire
  - Reflect & Evaluate
- Redesign Change Program
  - Map Defensive Routines
  - Integrate Technical Knowledge & Features With Behavior
  - Organize What To Change
  - Measure Change
- Design & Implement Change Program
- Develop & Spread Model II Learning

## Design & Implement A Change Program

- Begin With Selecting Problems To Address
  - Important to Director & Team
  - Requires Development of Skills
  - Applicable To Many Future Cases
  - Plan Future Follow Up Sessions With Coach
- Practice Model II Learning
  - Practice Skills
  - Evaluate Theories
  - Replay, Discuss, Reflect, Evaluate
  - Map Routines & Actions
  - Organize & Measure Change
  - Report Results

## Expand & Spread Model II Learning

1. Offer Organizational Learning in Several Directions
  - Board, Leaders, Stakeholders, Key Allies
  - Innovators & Early Adopters to Demonstrate
2. Integrate Model II Inquiry & Learning
  - Senior Leaders, Managers, Directors
  - Innovators & Early Adopters to Demonstrate
3. Develop A Group of Internal /External Resources
  - Consultants, Change Agents, Educators
  - Includes Contract Intervenors
  - Innovators & Early Adopters to Demonstrate
4. Expand To Customer, Client, Supplier Relationships



# Lunch!

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- **Let's collect our lunch!**
- **Room will be secure**
- **Staff will take your drink orders in the meeting room**
- **When you return, start discussing at your table**
- **Appoint one person to record your answers to the following questions!**



# TABLE DISCUSSIONS

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## AT EACH TABLE DISCUSS AND DOCUMENT:

- **WHAT ARE OUR NEXT ACTION STEPS?**
  - What did I learn here?
  - What do we need to discuss next?
  - Who else should be here?
  - What will we do with this learning?
  - When do we meet again?

# Future Agenda

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## Future Discussions

- Aug 19th, 2010 = Operational Definitions
- Sep 13th, 2010 = Small Business - Quality Benefits
- Oct 8th, 2010 = Enabling Transformation - Principles & Planning
- Oct 26th, 2010 = Culture - What Is It and Can It be Adaptive & Full of Leadership?
- November 12th, 2010 = Overcoming Organizational Defenses (Through Productive Reasoning)
- December 15th, 2010 = Leadership (What is "Leader-ful"?)

## Other Subjects

- Brainstorming
- Benchmarking
- Comparisons of Quality Management Systems
- Continuous Improvement
- Diversity (3 VOTES)
- Having Difficult Conversations - Principles and Tools
- Influence (Influencing Your Leader and Your Team)
- Innovation
- Lean Principles (2 VOTES)
- Motivation (2 VOTES)
- Overcoming Roadblocks (2 VOTES)
- PDSA - In More Detail (2 VOTES)
- Six Sigma

## • What Are Your Ideas?



**SERGEANT  
RESULTS  
GROUP**

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# **CQI LEARNING LUNCH**

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